



Holy Family Catholic Multi Academy Company

Meeting of the MAC Directors

Tuesday 8th May 2018, 6.30pm

St Benedict's Catholic High School, Sixth Form, First Floor

Present

Kayleigh Sterland Smith	Foundation Director and Chair
Teresa Quick	Foundation Director
Maretta Pearson	Foundation Director
Tristram van Lawick	Foundation Director
Steve Groves	Foundation Director (+6.58pm -8.37pm)
Nick Gibson	Executive Director and Accounting Officer (-7.41pm +8.28pm)
Jacqui le Maitre	Executive Director (-7.41pm +8.28pm)

The meeting was quorate throughout (5 Directors)

Others

Alannah Bayliss	Head of HR	(+6.58pm -7.41pm +8.24pm)
Kate Hawkins	Chief Financial Officer	(+6.58pm -7.41pm +8.38pm)
Vicky Robinson	Staff Representative	(-7.41pm +8.38pm)
Lisa Fryer	Clerk to Directors	

Apologies

Simon McVeigh, Jane McNally, Jackie Smith, Mark O'Connell

Meeting opened at 6.39pm

HFC1805058.1 Opening Prayer

The meeting opened with a short prayer

HFC1805058.2 Welcome, apologies and thanks

Apologies were accepted from Jackie Smith and Mark O'Connell
Apologies had been sent by Simon McVeigh and Jane McNally which were accepted, however it was noted they were on business on behalf of the MAC that evening and so their attendance records would not reflect this. Simon McVeigh had requested to join the meeting by telephone at a later point

HFC1805058.3 Declarations of business and pecuniary interest

No declarations were noted for the agenda that evening. The Executive Directors and others in attendance were informed that they may need to leave during item 7.

HFC1805058.4 Previous meeting minutes

The clerk explained that the recent change in the governance structure meant that all committee minutes would now need approval. Directors confirmed receipt of the minutes in advance of the meeting.

These were:

Standards, Performance and Ethos 5th February 2018

Audit and Resources 22nd March 2018 including confidential minutes

Full Board meeting 17th April 2018 including confidential minutes

Directors approved all previous minutes as accurate records of the meetings.

HFC1805058.5 Actions taken by Directors

Directors were informed that the Chair of St Gregory's Primary Local Governing Body, Marion Whelbourn had tendered her resignation with effect from the end of the Summer term. The Clerk to this Local Governing Body was also changing and the Directors Clerk was advising on current process for elections.

The Board were also informed that the Chief Financial Officer had resigned with effect from the 31st August 2018, the end of the financial year.

HFC1805058.6 Collaborative Working - discussion topic

The Chair introduced the discussion topic following on from Trevor Davies report at the last meeting and considerations for supporting teaching and learning. It was noted that curriculum should be a focus, and the development of a broad Primary curriculum was discussed. The non core subjects should be varied and demonstrate a holistic learning approach in schools, something that Ofsted were likely to be challenge if it was not in place. It was suggested that a consistent offer across the MAC needs to be put in place, monitored regularly and then assessed for effectiveness.

Executive Directors note that data and attainment was driven on SATS and exams, which was understandable, but that there is every likelihood that the future inspections will be looking to see how we bring in other areas and enhance pupils learning experiences. The Directors asked about an example around Modern Foreign Languages (MFL) and how this could be assessed and heard that there were various teaching requirements for different topics which should be demonstrated by Yr 6. Directors wished to understand how we could ensure the assessment was suitable and heard that at Primary level it was not in depth requirements. For example music from Warwickshire can come in and teach every term to cover certain points.

The Executive Directors talked about being able to demonstrate that this sort of offer was in place, and use each other to enhance and raised standards further through monitoring. Directors heard that it should be possible to see whether the curriculum is broad and balanced by looking at displays and detail that is available in school as evidence what has been going on. This should be collated across the MAC. Directors

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asked if this was a priority for Primary schools only and they heard that the Secondary school would also need to give consideration. They heard that the curriculum doesn't have to be entirely classroom based, and it should include residential visits and trips.

The Directors asked what had already been discussed within the Headteachers meetings and if this was something that they were already working on. They heard that the terms of reference for the Headteachers group was being looked at to ensure they could still meet and work on things if one is not present, as there were only 4 Headteachers currently in the MAC. Directors expressed concern that the meetings had not been consistently held and wished to understand what was covered by Headteachers.

Returning to the curriculum discussion it was established there should be something for MFL at Primary level to help their curriculum offer. Sharing resources is one of the benefits from the MAC and so how would the Secondary school be able to support this. Director heard that it's an achievable target and links to CPD for Teaching staff as well as having benefits for progressing pupils. There is other expertise to be shared and considered.

The Board were aware we had been looking at the recent audit outcomes and financial position, but it was important to also be clear if we are Ofsted ready with Teaching and Learning. The Academy still have the potential of 18 months before any inspection arises. Directors heard that the use of schedules and audits should be focused on making progress and develop the unique service proposition for the MAC with regard to teaching and learning. Consideration should be given to how we celebrate what's working well and share this to other staff. Case studies and examples of success across the MAC and following detail from different KS levels were discussed as possible options.

Some Directors asked what other options and subject areas could be available within the curriculum and noted that the obvious areas of French and PE were often seen in links between Secondary schools in to Primary level. There was a challenge from Directors to the Headteachers to explore this further and come back with a wider list for consideration.

Directors returned to the small fund that had been offered in October to support projects, training or materials that would support the schools. There had still been no requests to utilise these funds from within the Headteacher group and they asked again if there were options that could be funded. Directors challenged that there were opportunities within weekly staff meetings, inter school best practice sharing and individuals who were subject experts that really should be tapped in to and supported. Directors also noted that the Headteachers had repeatedly talked about the lack of capacity within the system for them to take on other things and that there was the potential here with training others to take the lead on some things and take charge of certain progress.

Directors spoke about there being quite a number of areas where the Headteachers have very clever teachers and staff who know what they are doing who could train and support others. They asked if it was possible for them to arrange workshops, focussed days or sessions on certain topics. One Director gave an example around key stage phonics which would give a developing teacher the opportunity to lead something and share best practice.

It was noted that this is done within the teaching school, for some reason this had not been developed yet within the MAC. Directors asked how could this be done within the MAC and if this could be worked on with somebody taking the lead on a smaller level of presentation. Some Directors felt that there should be more challenge for staff, and that Headteachers were underestimating their potential by asking the teachers to take the lead and make the arrangements. The Directors felt that the Headteachers should look at a broad number of subjects and identify key topics that would be beneficial to everyone and consider workshop leaders.

Directors asked if there should be consideration given to a small payment for the lead person for each group as a reward for the arrangements. Phonics, music, languages, reading, writing, a number of other topics were highlighted as possible areas for Primary school focus. The Executive Directors accepted that there was potential for this sort of idea, but agreed that all the Headteachers needed to discuss and work through the logistics. They agreed they would consider this and take to the other Headteachers in the group to work through.

Directors made suggestions that other staff could work this through. It was probably the wrong time of term for teaching staff as there is enough to be done at this point in the term. The challenge was that there were opportunities to be explored at this stage and not to wait until the Autumn term to start making plans, losing valuable planning time. The Executive Headteacher explained that the other Headteachers could have something that is already planned. Executive Directors asked that they were given time together with the detail to work through and that this was something that the Headteachers needed to work through first and then enable any operational sessions to take place.

Directors raised the potential of an original proposal, to celebrate the teaching and learning then arrange additional responsibility for a person to work on across the MAC focussing on good work and best practise that is in place across all schools. Directors asked who could lead on that, and noted that this did need to be worked through with all Headteachers. Directors heard there could be the potential of a proposal for a TLR for someone to work these types of things through. They also heard that there may be some costs involved with printing, presentation and administration detail. Directors returned to the concern that there may not be a shared vision at the moment within the teaching staff teams, and work being undertaken may not be of MAC wide benefit. Directors felt that Headteachers needed to immediately focus on this and ensure timescales were not too long in getting things established.

Executive Directors expressed concern that all staff were currently working on priorities for the Summer term, and Directors did need to think about the needs of the schools and accept a longer time plan. Directors heard that there was a planned Headteachers meeting on 24th May and then on 25th May there is a MAC wide team meeting for All teachers who are on inset training. This was mainly within the Federation schools, then some representation from other schools who have been able to get teachers released.

An Executive Director signposted the Directors report from the recent Romero MAC inspection, where there was detail included that was relating to that Boards awareness of Pupil Premium expenditure and holding schools to account for results in these areas.

The Directors challenged that they had heard at this meeting about some plans and initiatives for the first time, if these were being discussed at Headteachers meetings then how would the Directors know what is going on as currently there were no reports or notes on these. The Executive Directors confirmed that they will have minutes from these discussions as they were now being minuted with administrative support from the teaching school to do this.

Directors asked if there a planned RE day for the MAC and heard that there was one planned for next January. Directors asked what the topic was and heard that this was a teaching school plan, CJD was mentioned and the potential of including that within the schedule. Directors noted that the Headteachers stated again that they need to have buy in from each other and then there would be the potential for different topics in future.

Finally the Directors heard that the teaching schools have Senior Leaders in Education sessions and they are hosting afternoon sessions in July, covering Science, English, maths and other topics. This was not advertised too heavily so this could be primarily offered to the MAC. Directors heard there will be some cost to schools for cover and expenses. Directors heard that Artificial Intelligence is a big discussion area at the moment in education and ICT leads need to be aware of this.

Directors were concerned that there is a lack of information available to them on the various items in progress and what areas are being considered and developed. Directors asked for a focus on the minutes to be what has been done, and what is being considered to be done, with timescales and deadlines, and these are reported back as instructed at the previous Board meeting in April.

HFC1805058.7 Planning 2018/19

The clerk explained what preparation had been done regarding next years meeting schedule, and the need to get details out to all the LGB clerks before they started their planning. All Headteachers had seen the proposed dates now and had the opportunity to raise any concerns, which none had. The Clerk would be posting all the

scheduled dates on to GovernorHub and also email all the LGB clerks and Chairs with the Boards planned dates and likely meeting topics. The expectation was that Headteacher, Chairs and Clerks would work to ensure their agendas and reporting aligned with the Boards meetings to ensure an efficient flow of information and reduce duplication of data collation for Headteachers, HR and Finance teams.

The Clerk also explained that there would be 3 in house training events organised through the Warwickshire training subscription. These would be one per term, and Mark O’Connell was currently establishing with the Headteachers the priorities for these sessions. The Spring session would definitely be a module called ‘Preparing for Ofsted’. Headteachers were encouraged to make sure their Governor teams were aware of the training and encouraging their attendance. A session on Child Protection and Safeguarding was scheduled for 23rd May, and it had been negotiated that all MAC Governors could attend this, even if their school did not currently subscribe.

HFC1805058.8 Accounting Officer

The Directors were aware that the current Accounting Officer was on an interim contract until the end of the school year and were therefore discussing options for advertising and recruitment.

The Directors asked for the current Accounting Officers input and heard that it was felt there was the potential that this would be Chief Executive role. However he felt it does need to be given time to be able to deliver on certain points, and combining this within a full time role was not a reasonable option. His experience was that the role currently required at least a full day per week, but to be really effective and drive forwards the sorts of priorities the Board had discussed earlier then it would probably require 2 days per week. The Accounting Officer requested that if it was possible could there be some opportunity to hand over to somebody, so a transition period was be built in to any appointment if possible. It was acknowledged where we the MAC are currently and that a lot of focus had recently been on the financial accountability of the MAC with forecasting, accounts and external audits. There are a number of teaching and learning opportunities identified, and a focus on school improvement would be particularly beneficial now to ensure really good practises and standards were embedded before any potential inspections or reviews are due.

The Executive Headteacher raised with the Board that they felt there were 3 documents which would be beneficial for the the Directors to read. The Wilshaw report, an Ofsted report on a Multi Academy Company in south England, which stopped being a MAC. The detail in the Ofsted report identified how things had gone wrong. Then the Holy Romero MAC review, completed very recently, which contains a thread that relates to the appointment of a Senior Executive Leader. Directors were reminded that the current Romero MAC inspection was all done at the same time across all schools, whether they were outstanding, good or requires improvement then the Board were reviewed afterwards. The Executive Headteacher summarised that they believed the Board needed an individual who has probity, a robust financial background, and somebody who has educational expertise and background.

Directors asked if the role would suit somebody who is considering retirement or career change but they heard that whoever held the role needed to be current, and not winding down or out of touch. There should be consideration for the current guidance. The financial handbook does say the role should be a practicing headteacher. The current Diocesan view that has been communicated is it should be a headteacher.

Executive Directors raised that there should be somebody who has the understanding and educational experience to ask the right questions and appreciate the background to situations to avoid making poor judgements on priorities and strategy. Directors had heard that there was a MAC somewhere that is being led by a volunteer, which they then heard that this would not be something that Ofsted would accept as a suitable option.

Directors went on to acknowledge that if the size of the MAC changed and pupil numbers increase considerably then there would clearly be the need to recruit a Senior Executive Leader, however Holy Family were not in the position currently, even with potential growth opportunities.

7.41pm The Executive Directors, Head of HR, Chief Financial Officer Staff Representative were asked to leave the room to allow further discussion to take place between Foundation Directors.

Confidential Minutes 1

The Executive Directors rejoin the meeting at 8.28pm

HFC1805058.9 Broadway deficit update

The Director led Panel was set up, and Steve Groves explained they were meeting on Tuesday 22nd May. Some brainstorming for ideas including some staff options had already been considered. Steve had briefly taken Alannah and Kate through one potential option for figures and HR details to be modelled. The meeting on 22nd May would have notes taken by the Clerk. This proposal will then be taken to the Committee after half term, they are due to meet for the first time on 11th June.

A concern was raised that if any proposal was agreed that could lead to onward movement outside the MAC then this meeting date would be outside the deadline for resignations. That was assuming that any proposal was accepted at the meeting. It was agreed that this could be considered as an extension to the notice required for Heads of School and this would be confirmed on an individual basis and only if the Committee approved any proposals.

HFC1805058.10 CFO role

The Board heard that advertising can be done quickly as previous research had been completed. Directors were asked if they had looked at the detail circulated.

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Where to advertise the role was discussed and recent recruitment had been challenging and therefore this would have to go to specific agencies. This will incur an introduction fee. However the advert can go through all the usual on line options and the Parishes and the Head of HR will get this underway. The advertisement will be live over half term, then a panel would be required. Interview dates were established to work backwards. Nick Gibson, Kayleigh Sterland Smith, Alannah Bayliss and Kate Hawkins would make up the panel. Notice periods for this level of appointment are potentially 2/3 months and so action was essential to secure any handover potential.

**Directors approved the panel for recruitment.
Authority to appoint was delegated to Kayleigh and Nick as Directors.**

An exit interview will be offered to Kate Hawkins and it would be completed by Alannah Bayliss
Steve Groves left the meeting at 8.37pm

Kate Hawkins and Vicky Robinson rejoined the meeting at 8.38pm

HFC1805058.11 ESFA forecasting

The CFO noted that Directors were aware that the audit validation has come through. This had been circulated to Directors and there are various action plans. At the time of the audit some areas we were not compliant. We were then noted as compliant in a number of areas following the return and virtual visit. the CFO, Accounting Officer and Risk and Governance Officer have met. Key areas are noted as Business Continuity Plan (BCP) and the Risk register. The bulk of work is the BCP across all schools. Have checked if that does need to be completed immediately and there is a small period to complete it. This is underway and we are working on it for this term.

The deadline for the action plan return is the end of this week. Then, in 2 months time there will be a further follow up in place. There are four mandatory actions, induction process for new academies joining, Business Continuity Plan, internal audits, and policy work is already done, then a series of recommendations.

The MAC Risk and Governance Officer is leading on this, very clear as risk is part of this role. Heads are writing the BCP and Mark collating them. Terms of reference for an audit committee is being written, then the risk register outcomes. Some detail is later on the agenda.

The CFO then took the Directors through the timetable for forecasting, with the bigger picture for the forecasting detail. Current top priority, which is another government requirement is reforecasting, a reposition by school of actual and forecast for the current year. This was completed and submitted last year and not through the board. It is due before the end of this month. It is due on 27th July.

Then there is the full year forecasting for 2018/19. The first 2 weeks of June the Finance team will be working with Headteachers and looking at the detail with them.

This goes to the LGBs for their scrutiny before the coming to the board on 9th July. It is due for inputting by 27th July.

Then 2 further deadlines, land and building, which the MAC Risk and Governance Officer did last year. Then financial statements for end of year, with auditors. Then the accounts return in January. All this is in addition to the management accounts. The CFO was pleased to confirm that today they had secured the permanent capacity in place for Finance, and the training is underway.

Directors were posed something for consideration. Monthly Management accounts, can Directors consider what would be necessary for June, July and August. Could there be some steer on what is essential over this period. If there are no support staff in schools over this period then meaningful information may not be available to publish.

The concern was that forecasts have been worked to for submission. Therefore June accounts will need to work in first week of school holidays. That meant the potential of 2 weeks of additional working which would need to be scheduled and paid for. Directors were asked if it was acceptable that the Management reports for the Governors could be a summary overview for this period and, not fully detailed reports.

CFO noted the timings schedule that had been produced and the deadlines were tight. However with Headteachers this years process is more collaborative with preparations. The Directors approved the wording for the forecasting process and it's circulation to Clerks and Chairs of LGB.

HFC1805058.12 Staff metrics

The Head of HR had previously been requested to present details at an Audit and Resources committee, however this was a large piece of work. Work has been completed on a draft option, which has information for St Benedict's, and the Head of HR asked for feedback so it was possible to get out to the Headteachers for their completion.

The original template has been tweaked, included support staff as well as teaching days. The chosen starting point was recent due to the HR system making access to historic data challenging. However we will build a historical amount of data as reports are submitted to the Board. It had not been possible to include current national average detail, but this should be available next term. The report includes a number of details.

The Head of HR asked if the Directors were happy with this level of detail and do you want this to be collated. Directors asked what sort of time it would take to pull all this together and heard that around a day for the Executive Headteacher who oversaw 3

sites. Reporting would be best in termly option and Directors confirmed they were happy with the detail and format.

A question was raised about a current advertisement, not noted a practising Catholic would be desirable in the body of the advert. Concern was that 'not essential' wording would not be good for the advert and could there be some change to the working. Directors heard that the Board of Governors have signed off this and the phrase 'In sympathy with the Ethos of the Catholic Faith' was discussed. Directors felt that a positive statement in the advert was appropriate rather than a negative one as this could be off putting for some applicants. The Head of HR would look at the wording, but that getting the best teacher is the most important consideration. Directors were asked to trust the Headteachers in ensuring the best possible teaching staff were employed.

Executive Directors felt that the staff metrics information should be an overview with a bullet pointed narrative that summarised to help with awareness of issues for Directors. It was recognised that information relating to the detail in the report may be limited. However this gave Directors some view of the wider picture and reassurance on what was in place and actions that were being followed up. It was important for Directors to have an understanding that processes are in place, what is ongoing and sickness/absence being followed.

The Executive Director then gave a summary of some detail on the report relating to St Benedict's current recruitment.

HFC1805058.13 Policies

The Risk Register policy had been previously circulated and Directors were asked if there were any questions or amendments.

Directors ratified the Risk Register Policy

The Clerk noted that the policy review schedule shared at the previous meeting had further education policies that are due to come through to the Board for ratifying this Summer term.

Directors asked about GDPR, and heard from the CFO that they were working on this currently with meetings taking place this week. The MAC was working with Warwickshire Services.

The Head of HR advised that from some policies recently ratified there had been concerns raised about their effectiveness. The policies were adopted CES HR policies and particular concern was the Grievance Policy. The Head of HR felt it was not fit for purpose, and so there would be the need to look at an alternatives and get updated and put forward to be ratified.

HFC1805058.14 AOB - School transport

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Simon McVeigh joined the meeting 9.19pm by telephone.

It was explained to the Directors that there was a change in coach services and timetables that had been recently advised by Warwickshire. There was a removal of St Benedict's from the timetable. On investigation it was confirmed over the telephone that the drop off and pick up for St Benedict's was in place. Concern was expressed that the first point of awareness of transport changes was the previous week and the changes were to be implemented for 4th June, when GCSE examinations were in full swing.

Simon was asking for information to be gathered, including numbers of children to be affected. Directors were concerned that this was an example of where the transport services that parents of St Benedict's rely upon, but they are a tertiary interest to the council. Their primary obligation is to provide service for non faith schools, then grammar schools, there is no obligation to provide transport for faith schools. Directors heard that the council offer a vacant seat scheme on obligated services. But this is only if available seats are there. There is no transparency of how charging is calculated, it is not clear on how this charging works, or if there is any subsidising of this from other users. Concerns were raised that these could be implemented so swiftly at the end of a term or school year.

Parents have been able to pay annually, with the inference that the seat is provided over that period. However there is no obligation on the County Council to provide an alternative.

Directors were asked to consider if strategically, could we have any information on the services used for parents getting students to school. Then on the basis of gathering all this information we should be able to take more control of the options and services. Any provision should be cost neutral and needs to be investigated. Directors asked if this is an issue that only affects the Secondary school and heard that it also impacts Evesham Primary.

St Benedict's Headteacher reported on a couple of parents that had contacted recently over the matter. In terms of notice to parents it is limited and this has been investigated previously with the council. The local Grammar schools are on a 5 year contract, with possibly 2 years left. The Office Manager is currently unpicking the details at the moment, and to look at challenging. The Directors asked for come feedback at next meeting as this is a MAC wide issue which could impact on Yr7 intake as many will need a bus service in order to attend with considerable additional costs to parents.

Directors heard that Headteachers were not informed of the proposed changes. The Office Manager will complete the research and report back at next meeting. Directors noted there was also a risk to maintaining or increasing a PAN in future too. Also, with ambitions to increase and develop the MAC, our ability to influence coach

contracts was important and so this current situation and the work around it needs to be considered as a strategic piece.

HFC1805058.15 Close and date of next meeting

The next meeting will take place at St Gregory’s Stratford upon Avon on Thursday 14th June at 6.30pm

Meeting closed at 9.30pm

Action By	Minute Number	Action	Date completed
Clerk	<u>HFC1805058.5</u>	Support new St Gregory’s clerk on election processes for appointing new Chair of Governors	
Headteachers	<u>HFC1805058.6</u>	Report back to Board on collaborative working options following meeting on 24th May	
Clerk	<u>HFC1805058.7</u>	Upload 2018/19 board meeting calendar to GovernorHub and communicate schedule out to school clerks	
All Headteachers	<u>HFC1805058.7</u>	Work with Chair of Governors to schedule LGB 2018/19 meetings	
All Headteachers	<u>HFC1805058.7</u>	Ensure Governors were aware of MAC training events and the access to Warwickshire training programme from September 2018	
Executive Headteacher	<u>HFC1805058.8</u>	Forward reports and documents referred to for Clerk to distribute	10th May
CFO recruitment panel	<u>HFC1805058.10</u>	Complete CFO recruitment and report back to Board	
Headteachers MAC Risk and Governance Officer	<u>HFC1805058.11</u>	Business Continuity Plans completion	
Clerk	<u>HFC1805058.11</u>	Circulate forecasting process to LGB clerks and Chairs of Governors for onward communication.	
Head of HR	<u>HFC1805058.12</u>	Prepare staff metrics report for all schools for presentation in Autumn term	
Head of HR	<u>HFC1805058.13</u>	Prepare remaining HR policies for ratification between Summer and Autumn term, including the Grievance Policy	
Accounting Officer	<u>HFC1805058.14</u>	Feedback on investigations relating to school bus services	